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**THE EFFECTIVENESS OF COMPENSATION & BENEFITS AND PERFORMANCE  
APPRAISAL ON EMPLOYEE ENGAGEMENT AMONG EMPLOYEES IN FELDA  
GLOBAL VENTURES HOLDINGS BERHAD (FGVHB)**

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**UUM**  
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**MASTER OF HUMAN RESOURCE MANAGEMENT  
UNIVERSITI UTARA MALAYSIA  
APRIL 2018**



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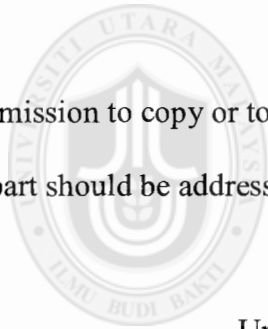
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## ABSTRACT

The study aims to examine the relationship between compensation & benefits and performance appraisal to the employee engagement among employees in Felda Global Ventures Holdings Berhad (FGVHB). The questionnaire was distributed to approximately 400 randomly selected employees under Cluster and Division in FGVHB, of which a total of 385 responses were obtained. However only 377 questionnaires were completed and used for the analysis of this study. The data were analysed analyzed using Statistical Package for the Social Sciences (SPSS) version 22.0. The statistical method of Pearson correlation was employed to determine the existence of any relationships between compensation & benefits and performance appraisal with employee engagement. Regression analysis was conducted to examine which independent variables predict the Employee Engagement and Cronbach Alpha was used for further illustrate the reliability test. Throughout the statistical analysis of correlation analysis, it is found that there is a significant relationship between the two variables, which are compensation & benefits and performance appraisal with dependent variable: Employee Engagement. This study will help for FGVHB to improve on its current employee engagement initiatives, also further enhance and develop more engagement initiatives to improve engagement level in FGVHB. Likewise, limitation and recommendation for future research direction were also deliberated in this study.

**Keywords:** Employee Engagement, Compensation & benefits, Performance Appraisal

## ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan faedah & pampasan dan penilaian prestasi dengan penglibatan pekerja di kalangan pekerja di Felda Global Ventures Holdings Berhad (FGVHB). Soal selidik telah diedarkan secara rawak kepada 400 petugas di bawah Kluster atau Bahagian di FGVH di mana sebanyak 385 soal selidik diterima semula. Walaupun begitu, hanya sebanyak 377 set soal selidik yang dijawab lengkap dan digunakan untuk kegunaan analisa dalam kajian ini. Data berkenaan dianalisa dengan menggunakan “Statistical Package for the Social Sciences” (SPSS) version 22.0. Kaedah korelasi Pearson telah digunakan untuk menentukan kewujudan hubungan antara faedah & pampasan dan penilaian prestasi dengan penglibatan pekerja. Analisa regresi digunakan untuk memeriksa pembolehubah bebas yang paling penting yang menentukan penglibatan pekerja dan Cronbach Alpha digunakan untuk menguji ketetapan data. Sepanjang analisa korelasi, didapati terdapat hubungan yang signifikan antara dua pembolehubah iaitu Faedah & Pampasan dan Penilaian prestasi dengan Penglibatan Pekerja. Kajian ini akan membantu FGVHB untuk meningkatkan inisiatif semasa penglibatan pekerja serta akan dapat membangunkan lain-lain inisiatif untuk meningkatkan tahap penglibatan pekerja di FGVHB. Begitu juga, limitasi dan cadangan untuk kajian akan datang juga telah dibincangkan dalam kajian ini.

**Kata kunci :** Penglibatan Pekerja, Faedah & pampasan dan Penilaian prestasi

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## LIST OF ABBRIEVATIONS

FGVHB	Felda Global Ventures Holdings Berhad
IV	Independent Variable
DV	Dependent Variable
PA	Performance Appraisal
Gen	Generation
HR	Human Resource
HRM	Human Resource Management
PMS	Performance Management System
PA	Performance Appraisal
N	Symbol of population
SPSS	Statistical Package for the Social Science
KPI	Key Performance Indicator

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Appendix 1 : Questionnaires



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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 INTRODUCTION**

This chapter discusses the background of the study, problem statement, research objectives and research questions. The significant of the study, definition of key terms and organization of the study also being discussed in this chapter.

#### **1.2 BACKGROUND OF THE STUDY**

Employee is the most important asset of an organization as their contribution to the growth and success to the organization (Danish & Usman, 2010). Hence, organization need to maintain strong level of engagement among their employees in order to maintain competitive advantage in the business arena. Employee engagement is one of the areas that is attractive to be studied by most researcher all over the world and from their perspective employee engagement as:

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## QUESTIONNAIRES

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### THE EFFECTIVENESS OF COMPENSATION & BENEFITS AND PERFORMANCE APPRAISAL ON EMPLOYEE ENGAGEMENT AMONG EMPLOYEES IN FELDA GLOBAL VENTURES HOLDINGS BERHAD (FGVHB)

Dear Sir/Madam

The purpose of this study is to examine the effectiveness of compensation & benefits and performance appraisal on employee engagement among employees in FGVHB.

*Tujuan kajian ini dijalankan adalah bagi mengkaji keberkesanan faedah & pampasan dan penilaian prestasi terhadap penglibatan pekerja di kalangan pekerja di FGVHB*

The questionnaire contains 4 (four) parts which has been designed to be easy to complete. All questions has be prepared in bilingual in English and Bahasa Malaysia. Your response is very important to this study and will be kept strictly confidential and only be used to serve for academic purpose only. It will take no longer than 10 minutes to complete it. I would appreciate it very much if you could answer each question thoroughly and honestly as possible in order to obtain its accuracy and validity. Should need any further clarification, please do not hesitate to contact me: 012-9640543.

*Soal selidik ini mengandungi 4 (empat) bahagian dan mudah untuk diisikan. Semua soalan telah disediakan dalam dwibahasa dalam Bahasa Inggeris dan Bahasa Malaysia. Maklum balas anda adalah sangat penting untuk kajian ini Setiap jawapan yang diberikan akan disimpan secara sulit dan hanya akan digunakan untuk tujuan kajian akademik ini sahaja. Ia hanya akan mengambil masa tidak lebih daripada 10 minit untuk menyiapkannya. Saya amat menghargainya jika anda boleh menjawab kesemua soalan dengan teliti dan jujur pasti memastikan ketepatan dan kesahihah dapatan kajian yang diperolehi. Sekiranya memerlukan sebarang bentuk penjelasan, boleh hubungi saya, 012-9640543.*

Please return the completed questionnaire at your earliest convenience.

Thanks you for time and cooperation

*Sila kembalikan set soal selidik ini seawall mungkin mengikut kesenangan Tuan/Puan*

*Terima kasih di atas masa dan kerjasasama yang diberikan oleh Tuan/Puan.*

Cordially,

**Ramdzan Radzi (815691)**

Master in Human Resource Management

Universiti Utara Malaysia Kuala Lumpur (UUMKL)

Supervisor:

**Dr.Zulkiflee bin Daud**

Universiti Utara Kuala Lumpur

**Section A: Demographic Information** (*maklumat peribadi*)

Question below are about your background. Please tick ( ✓ ) in the appropriate box.

*Soalan dibawah adalah mengenai latarbelakang saudara/saudari. Sila tandakan ( ✓ ) di dalam kotak yang disediakan*

**1. Gender** (*Jantina*) :

Male  
(*Lelaki*)

☐

Female  
(*Perempuan*)

☐

**2. Age:**  
(*Umur*)

Below 25

☐

25 to 34 years

☐

35 to 44 years

☐

45 to 54 years

☐

55 and above

☐☐

**3. Marital status**  
(*Status perkahwinan*)

Single (*bujang*)

☐

Married (*berkahwin*)

☐

**4. Academic qualification**  
(*kelayakan akademik*)

SPM

☐

Diploma/Certificate

☐

Degree

☐

Master

☐

**5. Cluster**

Corporate Centre

☐

Trading

☐

Upstream

☐

LMO

☐

Downstream

☐

Other: \_\_\_\_\_

☐

**6. Department** (*Jabatan*)

Procurement (*Perolehan*)

☐

Management (*Pengurusan*)

☐

HSE (*Keselamatan*)

☐

Logistic (*Logistik*)

☐

Human Resource (*Sumber Manusia*)

☐

Operation (*Operasi*)

☐

IT

☐

Finance (*Kewangan*)

☐

Legal (*Perundangan*)

☐

Other : \_\_\_\_\_

☐

Cth: Kilang/Ladang dll

7. Length of service (tempoh khidmat)

Below 5 years (bawah 2 tahun)

6 to 10 years ( 5 hingga 10 tahun)

11 – 20 years ( 10 hingga 20 tahun )

More than 20 years ( lebih daripada 20 tahun)


8. Your position level in the company  
(kedudukan saudara/i di syarikat)

Non-Executive (non-eksekutif)

Executive (Eksekutif)


Manager (Pengurus)

General Manager (Pengurus Besar)


9. Monthly income (pendapatan bulanan)

RM1000 – RM2000

RM 2001 –RM3000

RM 30001 –RM4000

More than RM4000




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## Section B: Compensation & Benefits (Pampasan & Faedah)

Please read the following statements and circle ( O ) appropriately in the box that best explains your opinion. Circle ( O ) only one number for each statement.

Sila baca pernyataan di bawah dan bulatkan jawapan yang bersesuaian pada pendapat anda. Bulatkan hanya satu jawapan bagi setiap pernyataan.

1	2	3	4	5
<b>Strongly Disagree</b> (Sangat tidak setuju)	<b>Disagree</b> (tidak setuju)	<b>Uncertain</b> (tidak pasti)	<b>Agree</b> (Agree)	<b>Strongly Agree</b> (Strongly agree)

- My recent bonus, salary increment or incentives drive me to work harder  
*Bonus, kenaikan gaji atau insentif yang terbaru saya terima, mendorong saya untuk bekerja lebih keras* 1 2 3 4 5
- The monetary rewards were fairly determined based on my work  
*Anugerah kewangan ditentukan berdasarkan prestasi kerja saya* 1 2 3 4 5
- I know clearly about the information related to reward schemes  
*Saya tahu dengan jelas tentang maklumat yang berkaitan dengan skim ganjaran* 1 2 3 4 5
- The monetary rewards provided to me are competitive compares to the organization  
*Ganjaran kewangan yang disediakan kepada saya adalah berdaya saing berbanding dengan organisasi lain* 1 2 3 4 5
- The way company administer the monetary reward schemes is proper  
*Pendekatan syarikat menguruskan skim ganjaran kewangan adalah sesuai* 1 2 3 4 5
- I am motivated to work harder if I receive the rewards  
*Saya bermotivasi untuk bekerja lebih keras jika saya menerima ganjaran* 1 2 3 4 5
- My immediate superior has influence my monetary rewards  
*Penyelia saya mempunyai pengaruh ke atas ganjaran Kewangan saya* 1 2 3 4 5

8.	The company provides the benefit package adequately for my position <i>Syarikat ini menyediakan pakej faedah-faedah yang mencukupi untuk jawatan saya</i>	1	2	3	4	5
9.	A lot of benefits I had received from my employment <i>Saya menerima banyak faedah dari pekerjaan saya</i>	1	2	3	4	5
10.	In general, the value of the benefit satisfied with me <i>Secara umum, saya berpuas hati dengan nilai faedah yang disediakan</i>	1	2	3	4	5
11.	The company provides me with clear information about fringe benefits on my employment <i>Syarikat memberikan saya maklumat yang jelas tentang faedah-faedah pekerjaan saya</i>	1	2	3	4	5
12.	I am satisfied with my entitlement of health and insurance benefits provided by the company <i>Saya berpuas hati dengan kelayakan untuk faedah kesihatan dan insuran disediakan oleh syarikat</i>	1	2	3	4	5
13.	I am satisfied with my entitlement of leave benefits (annual leave, sick leave and compassionate leave) <i>Saya berpuas hati dengan kelayakan faedah cuti (cuti tahunan, suti sakit dan cuti ehsan)</i>	1	2	3	4	5
14.	I am satisfied with sport & recreation club activities <i>Saya berpuas hati dengan aktiviti kelab sukan dan rekreasi</i>	1	2	3	4	5
15.	I am satisfied with my working uniform/corporate company shirt <i>Saya berpuas hati dengan pakaian seragam/baju korporat</i>	1	2	3	4	5
16.	The company follow benefits grant by the laws (Employment Act 1955, EPF and SOCSO) <i>Syarikat memberi faedah yang ditetapkan oleh undang-undang (Akta Kerja 1955, KWSP, dan PERKESO)</i>	1	2	3	4	5
17.	The benefits I received are good compare with the similar kind of work in other organization <i>Faedah-faedah yang saya terima adalah lebih baik berbanding dengan di organisasi lain</i>	1	2	3	4	5
18.	Benefits I receive are quite same with my friend in other organization <i>Faedah yang saya terima sangat mirip dengan syarikat ahli keluarga saya bekerja</i>	1	2	3	4	5



- |     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 19. | My benefits are commensurate with the work I do<br><i>Faedah-faedah saya terima adalah sepadan dengan pekerjaan yang saya lakukan</i>   | 1 | 2 | 3 | 4 | 5 |
| 20. | Overall, the entitlement of the benefits provided by the company is fair among employees<br><i>Secara keseluruhan, faedah-faedah yang disediakan oleh syarikat adalah adil bagi pekerja</i> | 1 | 2 | 3 | 4 | 5 |



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Section C: Performance Appraisal / Penilaian Prestasi

Please read the following statements and circle ( O ) appropriately in the box that best explains your opinion. Circle ( O ) only one number for each statement.

Sila baca pernyataan di bawah dan bulatkan jawapan yang bersesuaian pada pendapat anda. Bulatkan hanya satu jawapan bagi setiap pernyataan.

1	2	3	4	5
Strongly Disagree (Sangat tidak setuju)	Disagree (tidak setuju)	Uncertain (tidak pasti)	Agree (Agree)	Strongly Agree (Strongly agree)

1.

I take greater understanding of the results expected of me.  
Saya sangat memahami keputusan yang diharapkan kepada saya

12345
2.

I receive specific and accurate feedback from my manager on my past performance  
Saya menerima maklum balas yang spesifik dan tepat daripada Ketua saya terhadap prestasi saya yang lepas

12345
3.

I feel more motivated after performance appraisal  
Saya merasakan sangat bermotivasi selepas penilaian prestasi dibuat

12345
4.

It improves the relationship with my manager  
Ianya meningkatkan lagi hubungan dengan Ketua/Pengurus saya

12345
5.

I feel that the time spent on PA is well worthwhile  
Saya merasakan masa yang digunakan semasa penilaian prestasi adalah sangat berbaloi

12345
6.

Performance Review improves job performance  
Penilaian prestasi meningkatkan prestasi kerja saya

12345
7.

Promotion is purely based on Performance Appraisal  
Kenaikan pangkat adalah berdasarkan penilaian prestasi

12345
8.

Performance Goals are clearly defined in the appraisal process  
Matlamat prestasi dinyatakan dengan jelas semasa proses penilaian

12345

9.	The Performance Appraisal process supports the Company's Strategy <i>Proses penilaian prestasi menyokong strategi syarikat</i>	1	2	3	4	5
10.	Performance Reviews provide me with the opportunity to set personal goals <i>Penilaian prestasi memberikan peluang kepada saya untuk menetapkan matlamat peribadi</i>	1	2	3	4	5
11.	All the information obtained from PA is confidential <i>Semua maklumat yang diperolehi semasa penilaian prestasi adalah sulit</i>	1	2	3	4	5
12.	Performance appraisal makes me better understand what I should be doing. <i>Penilaian prestasi menjadikan saya lebih memahami apa yang sepatutnya saya lakukan</i>	1	2	3	4	5
13.	Performance appraisal in my company is fair <i>Penilaian prestasi di syarikat saya adalah adil</i>	1	2	3	4	5
14.	I clearly understand the purpose of performance appraisal. <i>Saya jelas memahami tujuan penilaian prestasi</i>	1	2	3	4	5
15.	Since participating in the Performance Appraisal process, I have developed personally <i>Semenjak saya terlibat dalam proses penilaian prestasi, saya telah membangunkan peribadi diri</i>	1	2	3	4	5
16.	The Performance Appraisal System helps identify areas for development <i>Sistem Penilaian prestasi telah membantu saya dalam mengenalpasti bahagian yang boleh diperbaiki</i>	1	2	3	4	5

## Section D: Employee Engagement (*penglibatan pekerja*)

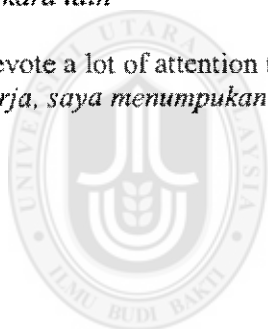
Please read the following statements and circle ( O ) appropriately in the box that best explains your opinion. Circle ( O ) only one number for each statement.

*Sila baca pernyataan di bawah dan bulatkan jawapan yang bersesuaian pada pendapat anda. Bulatkan hanya satu jawapan bagi setiap pernyataan.*

1	2	3	4	5
<b>Strongly Disagree</b> (Sangat tidak setuju)	<b>Disagree</b> (tidak setuju)	<b>Uncertain</b> (tidak pasti)	<b>Agree</b> (Agree)	<b>Strongly Agree</b> (Strongly agree)

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. I work with intensity on my job<br><i>Saya bekerja dengan penuh semangat terhadap kerja saya</i>                       | 1 | 2 | 3 | 4 | 5 |
| 2. I exert my full effort to my job<br><i>Saya mengerahkan usaha sepenuhnya terhadap kerja saya</i>                       | 1 | 2 | 3 | 4 | 5 |
| 3. I devote a lot of energy to my job<br><i>Saya menumpukan banyak tenaga untuk kerja saya</i>                            | 1 | 2 | 3 | 4 | 5 |
| 4. I try my hardest to perform well on my job<br><i>Saya cuba lakukan yang terbaik dalam kerja saya</i>                   | 1 | 2 | 3 | 4 | 5 |
| 5. I strive as hard as I can to complete my job<br><i>Saya berusaha keras seboleh mungkin untuk menyiapkan kerja saya</i> | 1 | 2 | 3 | 4 | 5 |
| 6. I exert a lot of energy on my job<br><i>Saya mengerahkan banyak tenaga terhadap kerja saya</i>                         | 1 | 2 | 3 | 4 | 5 |
| 7. I am enthusiastic about my job<br><i>Saya bersemangat terhadap kerja saya</i>  | 1 | 2 | 3 | 4 | 5 |
| 8. I feel energetic about my job<br><i>Saya rasa bertenaga terhadap kerja saya</i>  | 1 | 2 | 3 | 4 | 5 |
| 9. I am interested in my job<br><i>Saya minat terhadap kerja saya</i>   | 1 | 2 | 3 | 4 | 5 |
| 10. I am proud of my job<br><i>Saya bangga terhadap kerja saya</i>  | 1 | 2 | 3 | 4 | 5 |
| 11. I feel positive about my job<br><i>Saya bersikap positif terhadap kerja saya</i>                                      | 1 | 2 | 3 | 4 | 5 |

- |     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 12. | I am excited about my job<br><i>Saya teruja terhadap kerja saya</i>   | 1 | 2 | 3 | 4 | 5 |
| 13. | At work, my mind is focused on my job<br><i>Di tempat kerja, fikiran saya fokus kepada kerja</i>                                      | 1 | 2 | 3 | 4 | 5 |
| 14. | At work, I pay a lot of attention to my job<br><i>Di tempat kerja, saya berikan banyak perhatian terhadap kerja saya</i>              | 1 | 2 | 3 | 4 | 5 |
| 15. | At work, I concentrate on my job<br><i>Di tempat kerja, saya tumpukan perhatian terhadap kerja saya</i>                               | 1 | 2 | 3 | 4 | 5 |
| 16. | At work, I focus a great deal of attention on my job<br><i>Di tempat kerja, saya memberikan segalanya tumpuan terhadap kerja saya</i> | 1 | 2 | 3 | 4 | 5 |
| 17. | At work, I am absorbed in my job<br><i>Di tempat kerja, kerja adalah menjadi keutamaan saya daripada perkara lain</i>                 | 1 | 2 | 3 | 4 | 5 |
| 18. | At work, I devote a lot of attention to my job<br><i>Di tempat kerja, saya menumpukan perhatian penuh terhadap kerja saya</i>         | 1 | 2 | 3 | 4 | 5 |



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